

COMMUNITY BUILT ON CONNECTION



 CITY OF  
**HURST**

# STRATEGIC PLAN

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## STRATEGIC PLANNING: The process that moves us forward

**T**he City of Hurst has enjoyed a proud tradition of developing an annual strategic plan to guide the city's budget and serve as a road map for the coming fiscal year. Each year, council and staff solicit citizen feedback through tools such as our citizen survey and Town Hall Forum to determine community interests. The results we receive are then distilled down into our strategic priorities and divisional goals. This process has served the City of Hurst well. Our citizens, volunteers, staff and the city council work together to ensure that Hurst remains a vibrant community that continues to attract residents and businesses.



FRONT ROW (L to R):

Councilmember Cathy Thompson, Mayor Henry Wilson, Councilmember Cindy Shepard

SECOND ROW (L to R):

Councilmember David Booe, Councilmember Bill McLendon, Councilmember Jon McKenzie,  
Mayor Pro Tem Larry Kitchens

# THE ANNUAL UPDATE

## A FOCUS ON VISION, VALUES AND PRIORITIES

**W**hile we are proud of past practices, sometimes our traditions must grow and evolve. We must continually review and analyze our approach to ensure we meet the needs of our citizens today and tomorrow.

The City of Hurst's mission is to "provide responsive services and effective programs to ensure that Hurst remains a vibrant community." This mission provides direction and a clear purpose to be shared by residents, local business owners, city council, and city staff. The strategic plan is purposefully referenced as the city works to effectively address both opportunities and challenges.

In the spring of 2017, council created a new vision statement and a set of community values and also clearly defined the city's strategic priorities. In 2019, the council reaffirmed the vision, mission, and strategic priorities of 2018. Council leadership provides management with the policy direction to develop departmental work plans aimed at fulfilling the strategic priorities while conducting business according to our vision and mission.

“ This year, the strategic plan was reaffirmed by our city council. The plan continues to provide a strong connection between staff's work programs, council's strategic priorities, and the community. ”

*Clay Caruthers*  
*City Manager*







“ Strategic planning provides direction and vision for the city so we define what we want Hurst to be and can work collectively. It gives direction for staff to build programs to meet those expectations. ”

*Henry Wilson  
Mayor*



# THE PROCESS

## PLANNING FOR A BETTER TOMORROW

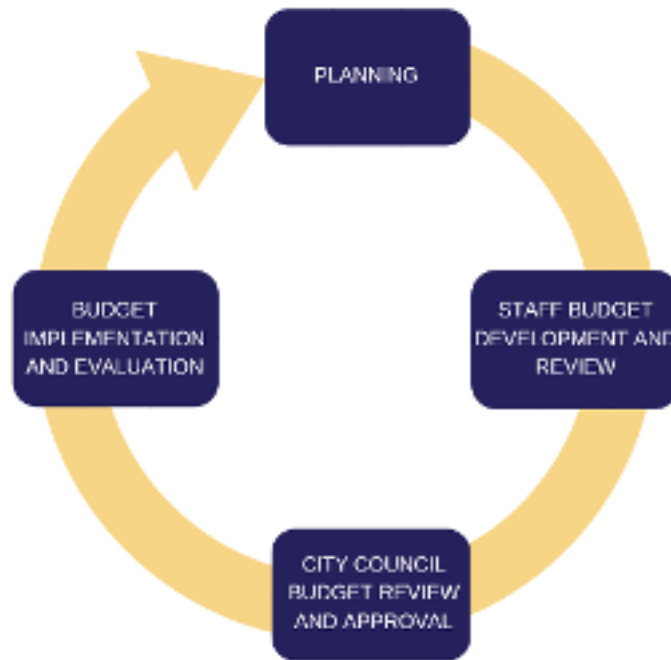
The budget planning process is dictated by our fiscal year, which begins on October 1 and ends September 30, and by state and local regulations. The process provides for citizen input and ensures transparency. To make sure we meet all our state and local requirements, we begin work preparing for the next year's budget shortly after we implement the current year budget. At any given time, the city is generally working on three years' worth of budgets; evaluating and auditing the previous year, implementing and monitoring the current year, and planning for the next year.

As you can see on the following page, council utilizes information received from the citizen survey and Town Hall Forum to develop the city's strategic plan and upcoming budget. Each year, staff meets with city councilmembers to discuss strategic priorities. While the process itself did not substantially change this year, the city focused more on using the Hurst Way model to develop a strategic plan that will be used to guide city council and staff over the next several years.

“ Strategic Planning provides guidelines to set in motion the future vision of Hurst into defined goals and objectives toward execution. ”

*David Booe*  
Councilmember





## STRATEGIC PLAN AND BUDGET PROCESS

### PLANNING

#### **January**

- Annual report distributed

#### **February**

- Citizen survey
- Town Hall Forum

#### **March**

- Council strategic planning sessions

### STAFF BUDGET DEVELOPMENT & REVIEW

#### **April**

- Staff strategic planning session
- Budget process begins

#### **May**

- Departmental budgets & action plans completed
- City manager budget review with departments

#### **June**

- Performance measures developed
- City manager finalizes preliminary budget

### City Council Budget Review & Approval

#### **July**

- Multi-year financial planning session

#### **August**

- Council budget workshop
- Public hearings on tax rate & budget

#### **September**

- Council considers approval of budget & tax rate
- Strategic plan published

### BUDGET IMPLEMENTATION & EVALUATION

#### **October**

- New fiscal year budget begins

#### **November**

- Previous year audit process begins

# A SOLID FOUNDATION

## BUILDING ON OUR PAST FOR FUTURE SUCCESS

**P**revious strategic planning efforts provided a solid foundation for our current plan. In order to strengthen that foundation and prepare for the changing future of Hurst, the council reaffirmed the current vision, mission, and strategic priorities. With that reaffirmation, council has given staff the policy direction to develop departmental goals and objectives that align with the council's strategic direction.

The foundation of strategic planning is evident in the annual budget. Staff follows the policy direction of the council to develop the annual budget and work plan, and operationalize that plan through the budget process. As illustrated in the following diagram, the council's policies are established through the vision and mission which filters down to administrative decisions to get results consistent with the plan.



“ You have to start somewhere to get where you are going. Strategic planning provides a sharing of ideas. It takes a team to get there. ”

*Bill McLendon*  
Councilmember





“ Strategic planning involves the entire city. It provides a direction for residents, staff and council so we can all be proactive and excited about the possibilities and challenges ahead of us. When the city prospers we all prosper. ”

*Cindy Shepard*  
Councilmember



# VISION AND MISSION

## SERVING AS OUR NORTH STAR

The city's mission statement was established in 1999 and has guided the city through times of economic growth and recession. While the mission statement is reviewed annually, it has rarely been changed. Well-crafted mission statements do not need to be changed each year. However, after nearly 20 years, it was necessary to review the mission statement and ensure it aligns with the overall strategy for the city. In 2017, the city's current mission statement was developed.

The city council also created the city's first vision statement in 2017. The city's vision statement complements our mission statement but is unique as it illustrates what we strive to become and how we see our community now and in the future. The mission statement outlines what will be done to ensure the city progresses towards its vision. Following the development of a vision statement and an updated mission statement in 2017, council reaffirmed both statements for the FY 2020 Strategic Plan.



“ Our Strategic Plan provides a set of parameters to assist staff and council in making decisions that keep Hurst moving forward. ”

*Don McKenzie*  
Councilmember





## **VISION STATEMENT**

The City of Hurst is a sustainable, safe and dynamic place for all individuals to live, work and play.

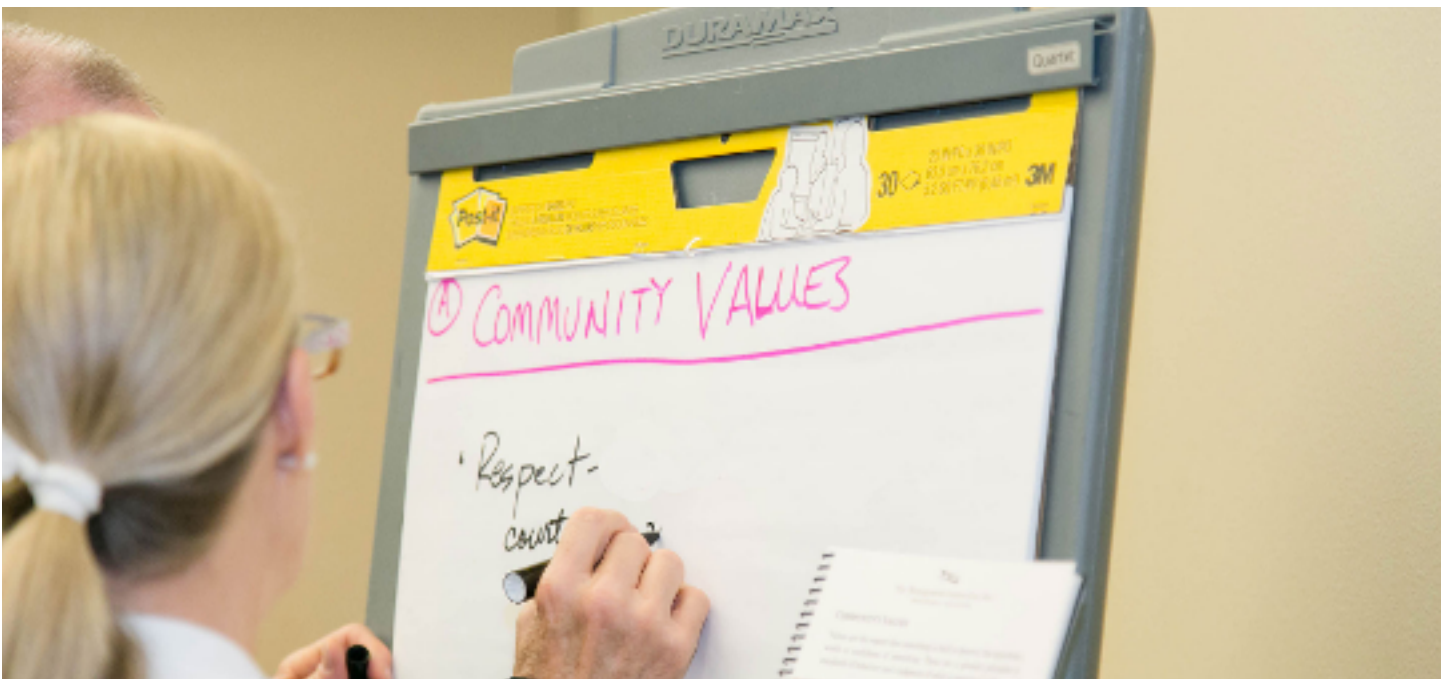
## **MISSION STATEMENT**

The mission of the City of Hurst is to provide responsive services and effective programs to ensure that Hurst remains a vibrant community.

# COMMUNITY VALUES

## PRINCIPLES THAT MAKE US STRONGER TOGETHER

Following the development of a new vision statement and a revised mission statement, council established community values to help guide the city staff and city council as they conduct their respective business in managing the affairs of the city. Council identified these values, or ideals, as the foundation for a strong community.



“ Our Strategic Plan is our navigation system, laying out our priorities for the citizens and the growth of Hurst. Without it, Hurst will have no clear direction. ”

*Cathy Thompson*  
Councilmember







# COMMUNITY VALUES

## RESPECT

Committed to being courteous and understanding of  
one another

## STEWARDSHIP

Committed to prudent stewardship in the  
pursuit of excellence

## POSITIVE ENVIRONMENT

Committed to ensuring the City of Hurst is well maintained,  
clean and secure, leading to an enjoyable living experience

## INCLUSIVENESS

Committed to providing opportunity for the public to share  
in guiding the future direction of Hurst

# STRATEGIC PRIORITIES

## SETTING THE DIRECTION FOR THE FUTURE

Using the vision, mission and values as a guide, the council first established their strategic priorities for FY 2018. These priorities remain in effect and were reaffirmed by the council for FY 2020. The priorities provide direction for city staff in providing city services. Using the priorities as a guide, city staff develops their goals and objectives. This process ensures clear direction and focus as we work to fulfill our mission and vision.



“ If you don't know where you're going, you can go in any direction. The planning process provides direction and focus for the future. ”

*Larry Kitchens  
Mayor Pro Tem*



# STRATEGIC PRIORITIES

## REDEVELOPMENT



THE CITY OF HURST WILL CREATE A REDEVELOPMENT PLAN ENGAGING WITH THE PRIVATE SECTOR, IDENTIFYING POTENTIAL CITY INVOLVEMENT AND FOCUSING ON NEIGHBORHOOD AND COMMERCIAL REVITALIZATION.

## PUBLIC SAFETY



CONTINUE TO PROVIDE EXCELLENT AND RESPONSIVE SERVICES TO ENSURE POSITIVE COMMUNITY AWARENESS AND WELL-BEING.

## LEADERSHIP



THE CITY OF HURST WILL LINK ALL OPERATIONS TO THE STRATEGIC PLAN AND THE HURST WAY.

## INNOVATION



THE CITY OF HURST WILL COMMIT TO A CULTURE OF INNOVATION AND EFFICIENCY BY FOCUSING ON CONTINUOUS PROCESS IMPROVEMENT AND CUSTOMER SERVICE PROGRAMS.

## ECONOMIC VITALITY



IDENTIFY EXTERNAL AND INTERNAL INFLUENCES ON THE FINANCIAL CONDITION OF THE CITY AND CREATE STRATEGIES TO ADDRESS CHALLENGES.

## INFRASTRUCTURE



MONITOR AND INCLUDE NEW METHODS TO ENSURE QUALITY INFRASTRUCTURE BY IMPROVING STRATEGIC PARTNERSHIPS AND CONTINUALLY INVESTING IN AND REVITALIZING AGING INFRASTRUCTURE.

# THE HURST WAY

## THE BASIS FOR HOW OUR ORGANIZATION WORKS

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**T**he city developed what is known as The Hurst Way in 2013. The Hurst Way has become the filter through which we look to make decisions that reflect our mission.

## THE HURST WAY

Having a passionate approach to work life, serving to the highest standard and contributing to the sustainability of Hurst.

### PUBLIC SERVICE

We passionately serve the community while demonstrating level five leadership qualities within our circle of influence. We are empowered to develop an exceptional quality of life for our community through professional and ethical public service.

### CUSTOMER SERVICE

We do our very best to serve our customers selflessly, no matter what title we hold or whom we're serving. We are committed to providing exceptional customer service while being responsive to the needs of the community.



### FINANCIAL SUSTAINABILITY

We responsibly manage our resources allowing the city to provide a desirable level of programs and services to the public now and in the future.



## FOUNDATION OF CUSTOMER SERVICE IN OUR ORGANIZATION

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**H**urst employees worked together to identify principles that would lead to excellent customer service in 2001. The Code of Ideals serves to guide our interactions with anyone who lives, works, shops or plays in our city, or relies on the services we provide.

### CODE OF IDEALS:

#### HONESTY

WE WILL BE FAIR AND HONEST IN OUR RELATIONS WITH CUSTOMERS STRIVING TO ACHIEVE THE HIGHEST LEVEL OF INTEGRITY AND TRUSTWORTHINESS.

#### RESPECT

WE WILL BE RESPECTFUL, COURTEOUS AND UNDERSTANDING OF OUR CUSTOMERS' NEEDS AND WILL ALWAYS TREAT THEM AS WE WOULD WANT TO BE TREATED.

#### DEDICATION

WE WILL HOLD OURSELVES ACCOUNTABLE TO ENSURE THAT SERVICES ARE PROVIDED TO THE BEST OF OUR ABILITY IN A RESPONSIBLE, DEPENDABLE AND TIMELY MANNER.

#### TEAMWORK

WE ARE PART OF A TEAM ON MANY LEVELS. EMPLOYEES OF THE CITY OF HURST ARE MOTIVATED, COOPERATIVE AND DEDICATED TEAM PLAYERS. WE ASSUME A SENSE OF RESPONSIBILITY FOR OUR ACTIONS TO ENSURE OUR SUCCESS AS INDIVIDUALS, AS DEPARTMENTS AND AS A CITY.

#### PROFESSIONALISM

WE WILL STRIVE TO DEMONSTRATE COMPETENCY, KNOWLEDGE AND EFFICIENCY IN OUR JOBS THAT EXCEED THE EXPECTATIONS OF OUR CUSTOMERS.

#### POSITIVE ATTITUDE

WE ARE WILLING TO DEMONSTRATE A SPIRIT OF FRIENDLY CUSTOMER SERVICE BY PROVIDING HELPFUL AND RESPONSIVE ASSISTANCE IN A CARING AND CONSIDERATE MANNER.

#### WORK ENVIRONMENT

WE ARE COMMITTED TO SAFETY AS THE FOUNDATION OF A CLEAN, SECURE WORK ENVIRONMENT THAT IS CONDUCIVE TO AN ENJOYABLE WORK EXPERIENCE. WE WILL CONTINUALLY WORK TO IMPROVE OURSELVES AND DELIVERY OF OUR SERVICES THROUGH TRAINING, INNOVATION AND A COMMITMENT TO EXCELLENCE.

# MOVING FORWARD

## HEADED ON THE PATH TO SUCCESS

**B**y developing a new, comprehensive strategic plan in 2017 and reaffirming the plan in 2018 and 2019, council provided direction to staff on the outcomes they hope to achieve over the next few years. It serves as the primary management tool to connect decision making and work plans to council's vision and to share with the public the city's vision for the community.

Staff made great progress using the new strategic plan in 2018 and continued that momentum into FY 2019. Under council's direction, we implemented many projects and programs related to the sustainable neighborhood plan, undertook major infrastructure projects, entered into a public/private partnership for economic development, and continue to support our public safety. As we implement the elements of our strategic plan for FY 2020, we will align our efforts with strategic priorities through the construction of a new animal services and adoption center, investing in critical Fire/EMS equipment, increased investments in streets, continued redevelopment efforts, and increasing our neighborhood services. You can find the detailed divisional work plans in the FY 2020 budget and see how each division used the strategic plan to develop their annual work plans and budget.



For more information about our budget, please visit  
[hursttx.gov/budget](http://hursttx.gov/budget).





**RESPECT   STEWARDSHIP   POSITIVE ENVIRONMENT   INCLUSIVENESS**

**HURST ★ TEXAS**